



Savannah River
Nuclear Solutions, LLC
A Fluor Daniel Partnership

Just What is a “Just Culture”?

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DOE Integrated Safety Management Workshop 2008

Idaho National Laboratory



What's this discussion about?

The starting block

- **A Learning Culture**
- **The foundation of our business**
- **A performance indicator of our leadership**

Key Attributes of a Leader

What's necessary to lead?

1. Integrity

necessary to win

Trust

2. Humility

shown through

Service

3. Respect

for every member of the

Team

4. Vision

that provides

Purpose

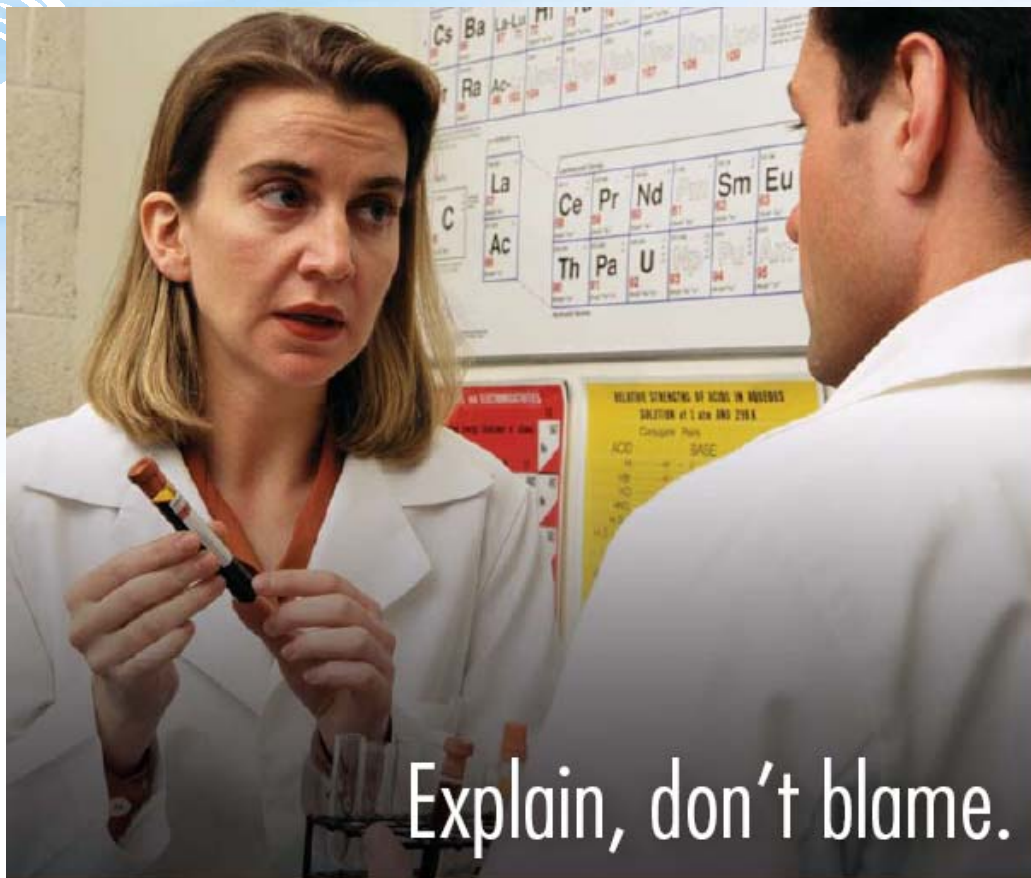
So What Has SRS Done?

A well thought out campaign

1. **Strategic Plan**
2. **Communication campaign**
3. **Visible process changes**
4. **Encourage error reporting**
5. **Safety Conference theme**
6. **Measure results**

Joint Strategic Plan





Explain, don't blame.

Turn honest mistakes into tools for learning.

Just what is a "Just Culture?"

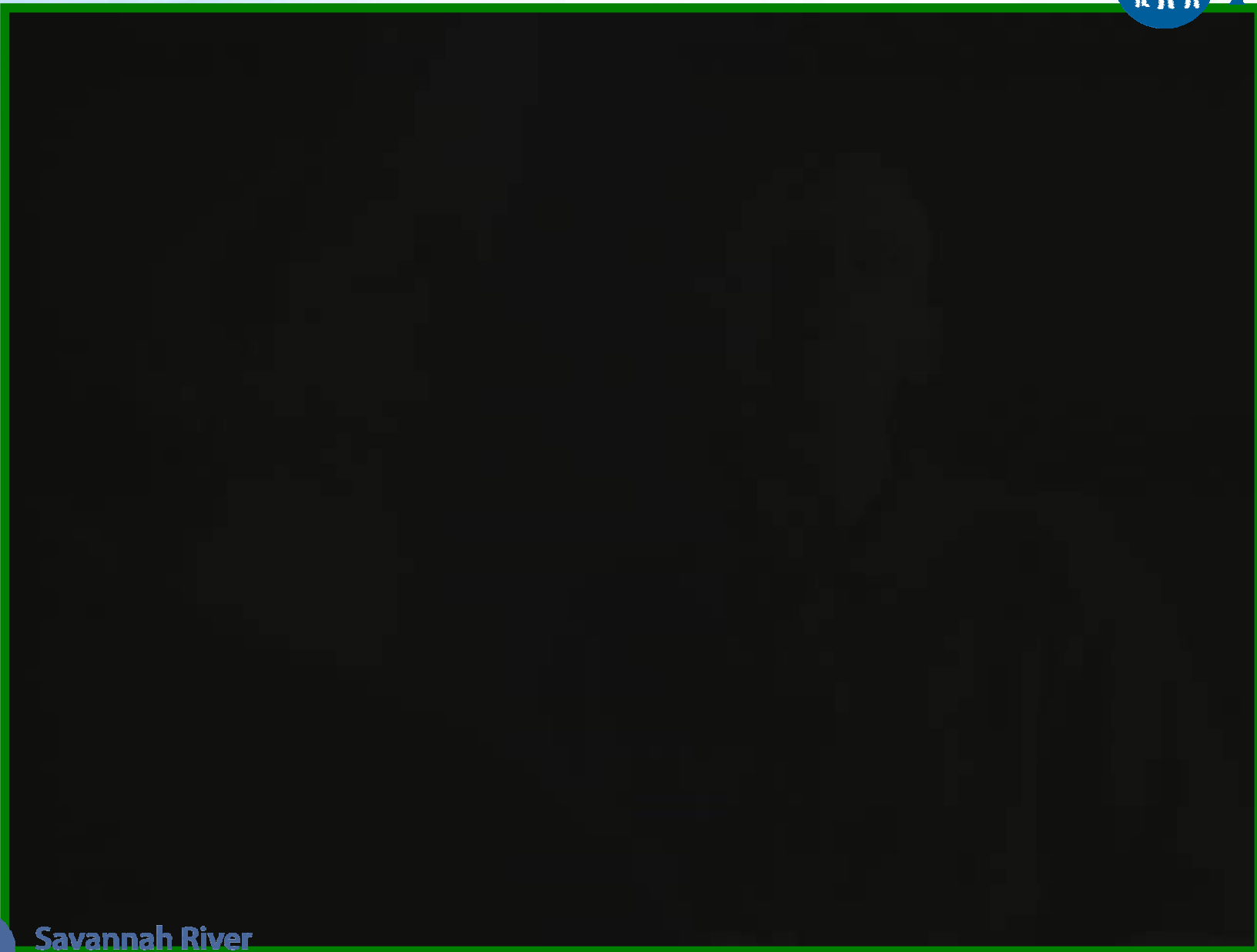
- Workers are safe to admit mistakes so the organization can learn from them.
- Healthy organizations view errors (mistakes) as an opportunity to learn.
- High-performing organizations do not punish employees who make mistakes while trying to do the right thing.



SRS HUMAN
PERFORMANCE
IMPROVEMENT



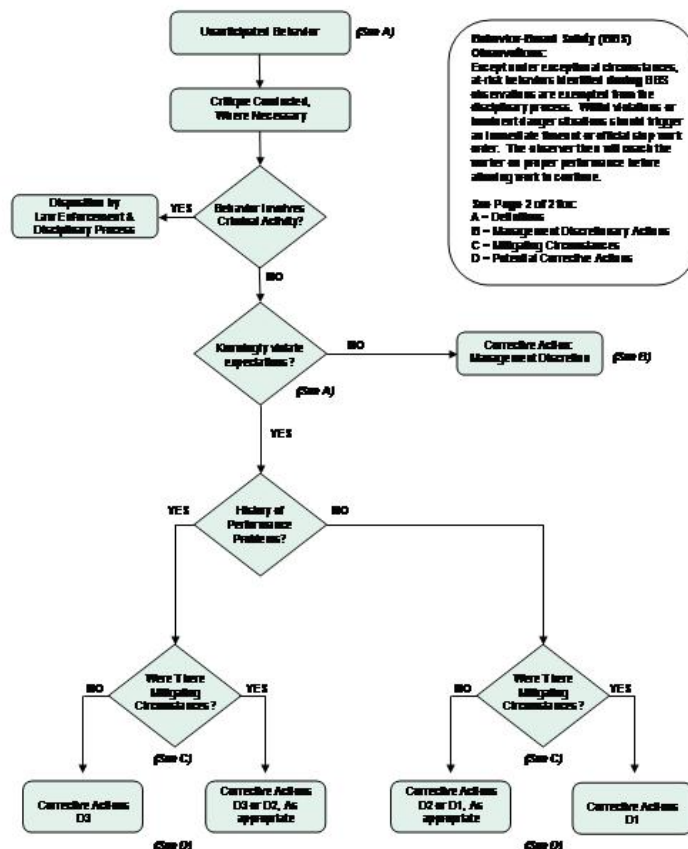
Communication
campaign



SRS Discipline Procedure

HPI has made it different

SAFETY, SECURITY, CONDUCT OF OPERATIONS & ACCOUNTABLE EQUIPMENT LOSS DISCIPLINARY LOGIC CHART GUIDELINES



SAFETY, SECURITY, CONDUCT OF OPERATIONS AND ACCOUNTABLE EQUIPMENT LOSS DISCIPLINARY LOGIC CHART GUIDELINES

A = DEFINITIONS

UNANTICIPATED BEHAVIOR: Any manner of employee behavior that deviates from the expected behavior as described by established policies, rules, regulations, procedures, work packages, radiological work permits, or other work documents.

KNOWINGLY VIOLATES EXPECTATIONS: Behavior in which the employee acts with knowledge that the action he or she does or fails to do is in violation of established policies, rules, regulations, procedures, work packages, radiological work permits, or other work documents.

IMMINENT DANGER: Any condition or practice in which a danger exists that could reasonably be expected to cause death or serious physical harm.

B = EXAMPLES OF ACTIONS AT MANAGEMENT DISCRETION

- Issue Informative contact
- Provide verbal counsel to person
- Person and direct supervisor explain situation to upper management
- Mid-level manager explains action to upper management to prevent recurrence
- Person provides briefing, including corrective actions, to peers
- Person participates in same portion of requalification
- Stop work and retreat to group
- Obtain written feedback
- Promote safe issues learned
- Person is removed from shift work and placed on straight days until demonstrates proficiency
- Person is temporarily reassigned to lower-tier work responsibilities

C = EXAMPLES OF MITIGATING CIRCUMSTANCES

- Medical problems
- Physical limitations
- Work history of the employee
- Misunderstanding
- Unclear instructions
- Misleading instructions/procedures
- Employee believed "doing right thing"
- Accepted culture
- Loss, damage, or destruction of government property beyond the employee's control
- Emergency conditions
- Lack of or inadequate training
- Pressures of schedule/short
- Self-reported
- Lack of proper tools/documents
- Lack of knowledge
- Lack of resources
- Lack of supervisory support
- Emergency conditions preclude proper safeguarding property
- Root cause factors beyond employee control
- Miscommunication authority and/or responsibility
- Unfavorable work place or environmental conditions
- Units similar with proper practices or procedures
- Government property not under physical control of installation

D = EXAMPLES OF POTENTIAL CORRECTIVE ACTIONS

D1 Actions (consider 1 or more)

- Issue Corrective Contact
- Implement corrective actions

D2 Actions (consider 1 or more)

- Also requires Disciplinary Panel review

- Post clearance
- Cancel or reassignment
- Cancel or suspend time off
- Place on probation
- Issue Final Employee Contact (FEC) and suspend time off

D3 Actions (consider 1 or more)

- Also requires Disciplinary Panel review

- Cancel or suspend time off

NOTE: Disciplinary action resulting in the cancellation of D1 Corrective Action is resolved by the management, in conjunction with the Resident Unit Human Resources Representative/Manager. Disciplinary action resulting in the cancellation of D2 or D3 Corrective Action requires resolution by a Disciplinary Panel (see "Responsibilities")

Just Culture Cafe

Just Culture Cafe'

Room 116

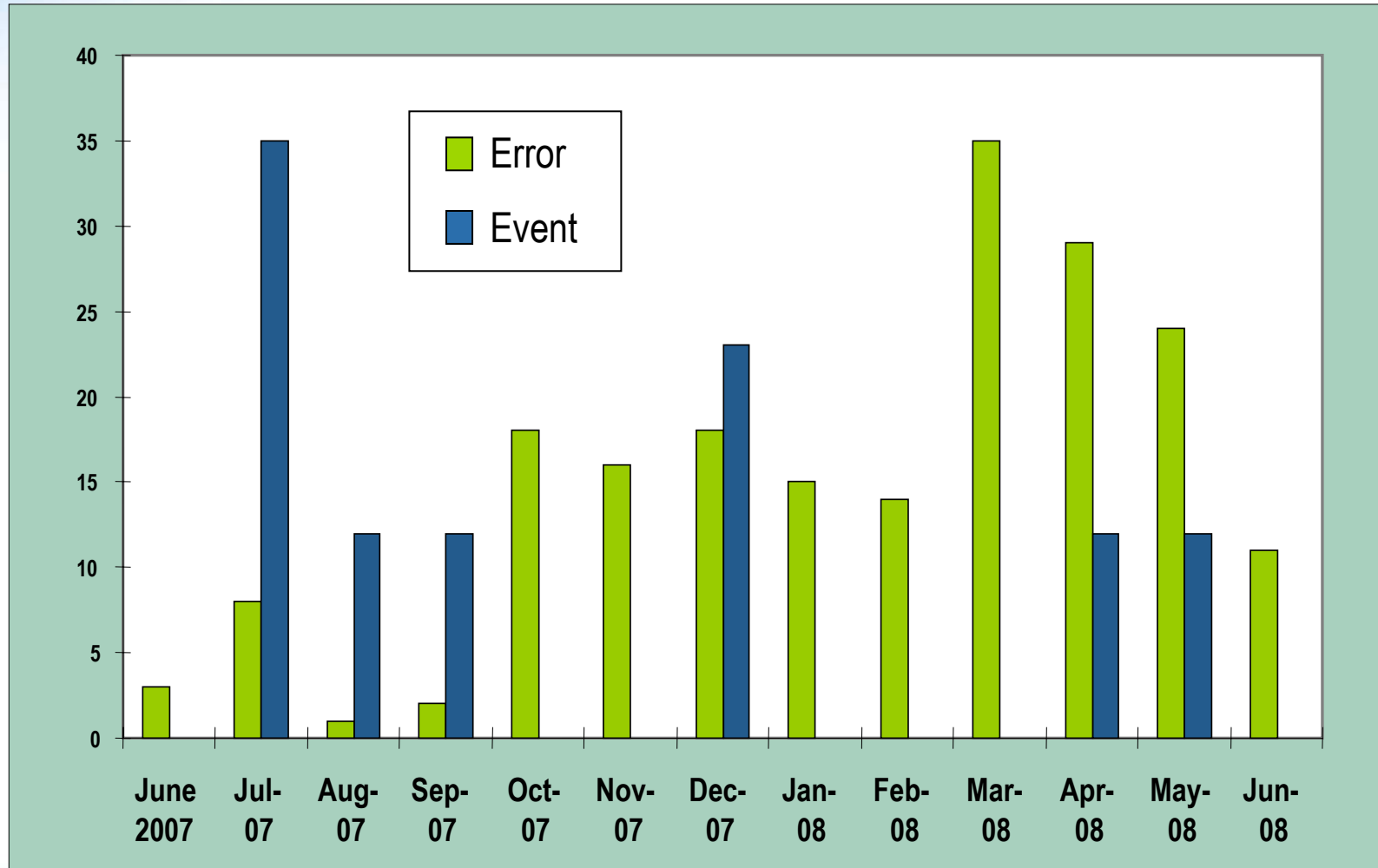
Presented by

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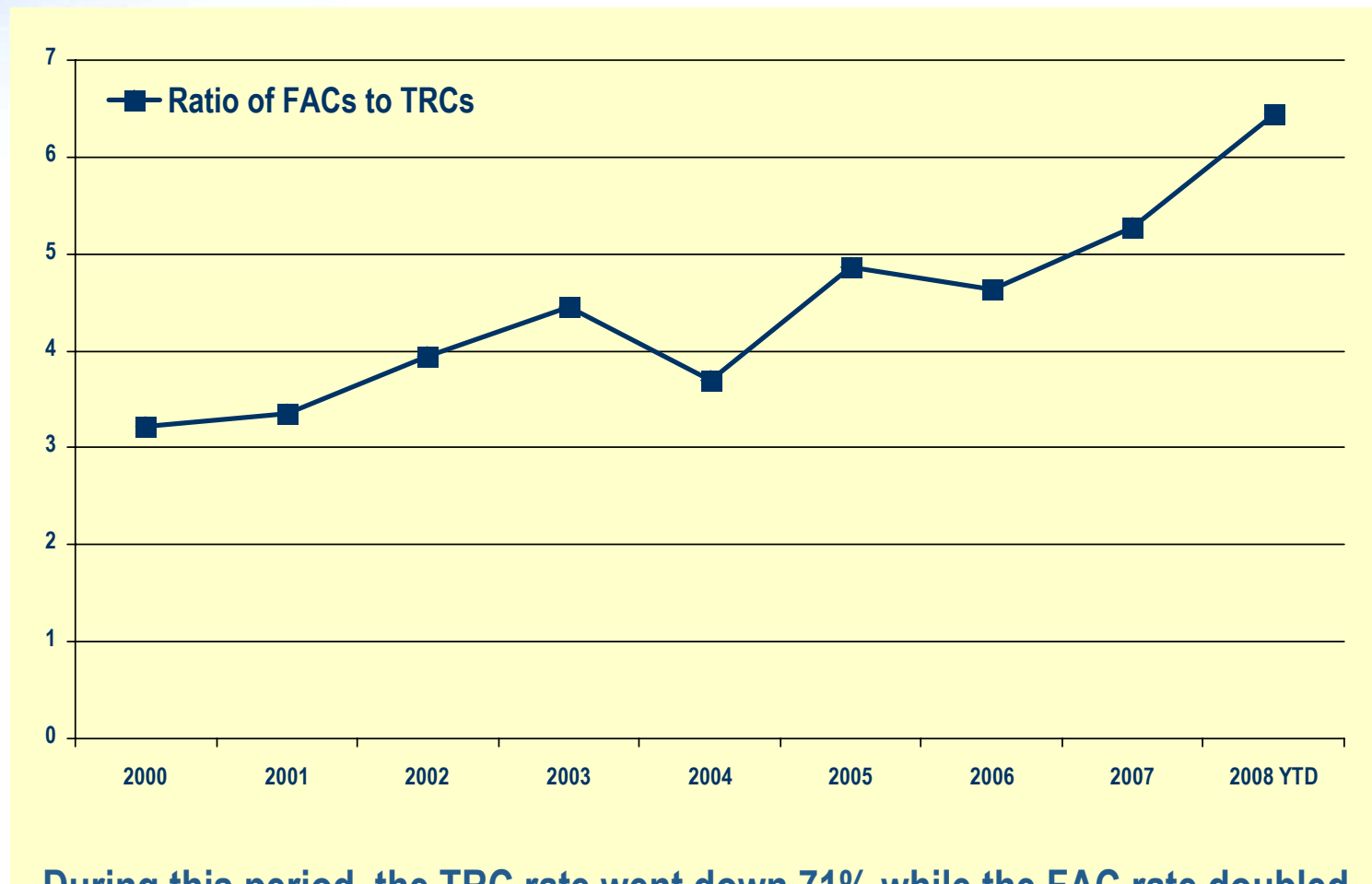


Just Culture Performance Indicator





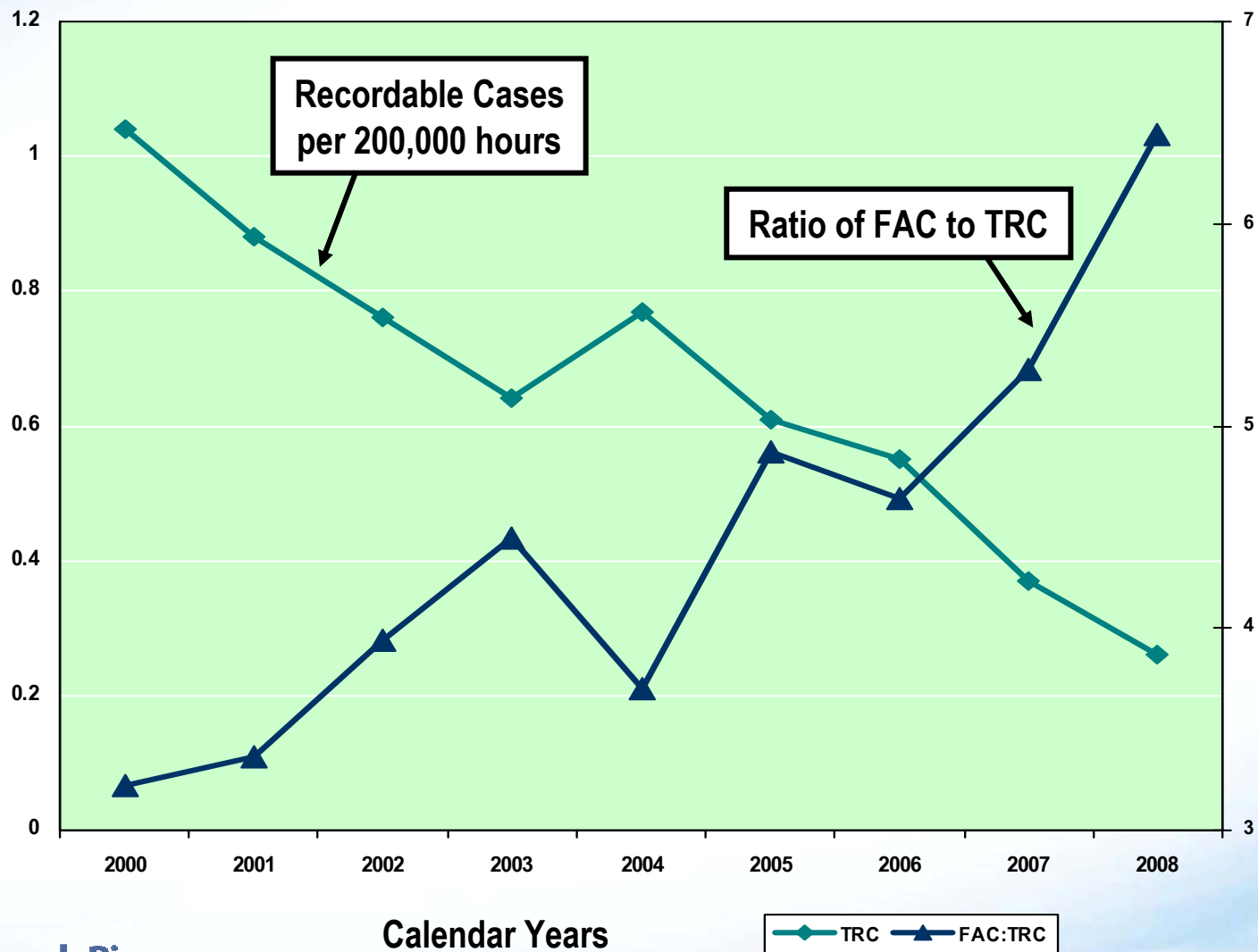
Just Culture Performance Indicator



During this period, the TRC rate went down 71% while the FAC rate doubled.



Just Culture Performance Indicator



Key Takeaways

Take some clues from an old classic

1. **Have a Heart**

Establish an environment where people are safe to admit mistakes



2. **Use your Brain**

Analyze the mistakes (errors) and improve the **system.**



3. **Have the Courage**

Monitor and reward behaviors (good and bad)

